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DDS&T-809/84

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31 OCT 1984

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MEMORANDUM FOR: Executive Director

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FROM:

SUBJECT:

Excellence Suggestions

1. During the past several months, the employees of [redacted] have participated enthusiastically in the Agency's campaign in pursuit of excellence. We have implemented many suggestions at the Office and Directorate level. We have also come up with a number of ideas that would have Agency-wide applicability and require consideration at a higher level.

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2. Last week [redacted] the Office Directors and I went through these ideas and selected those that we believe merit your consideration. They are listed below:

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° Senior Secretarial Service: Establish a Senior Secretarial Service with appropriate rescaling of grade levels for those secretaries. This would offer a significant improvement to the current secretarial plight in the Agency.

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° Donation of Annual Leave: Make it possible to transfer annual leave from one Agency employee to another, or even to donate the leave to the Public Service Assistance Fund for emergency use by employees who have used all their leave as a result of extended family or medical emergencies, and for whom leave without pay would impose a serious financial hardship. Procedures could be set up whereby the transfers would occur only from individuals at a certain grade level to individuals at the same or lower grade level, so that no additional costs accrue to the government. This arrangement would be highly beneficial to morale.

[redacted] employee, submitted this idea to the Director of Personnel in November 1981. The Office of General Counsel conducted a legal review and advised that such a program would require legislative action. We should consider seeking such legislative action.

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° SIS Benefits: Grant SIS benefits (annual leave carry-over privileges, eligibility for bonuses and sabbaticals) to those GS-15 officers who occupy PMO-approved SIS positions but who cannot be promoted to SIS-level because of the SIS ceiling.

° Revision of Time and Attendance Reporting: Revise time and attendance reporting procedures so that only exceptions to the 8-hour day are reported. We fully expect people to work 8 hours a day and should only report when they do not do so. This would save a good deal of record-keeping time.

° Reform of Travel Regulations: It appears that our travel regulations, or the Agency's interpretation of travel regulations, often work to the disadvantage of our employees. For example, ~~we expect our people to~~ travel on their own time (after normal business hours), but do not compensate them for doing so. Why not allow first class or business class travel to those who must carry out official travel on holidays, weekends and after normal working hours?

In some cases, we even penalize employees who choose not to travel on their own time.

° Travel Accounting: Institute a random-sample audit of travel accounts in place of the current system of 100-percent audits. This would eliminate travel accounting backlogs and would be especially practical for offices that have frequent trips to a particular area. Reasonable costs for such trips are well known and should not require 100-percent audits.

° Travel Processing: Central Processing Branch badly needs to improve travel processing. Far too few people handle far too many travelers. It is our understanding that all travel processing is to be centralized. We feel that service will be improved only if travel processing is further decentralized.

° Review of Regulations and Policy: Have the Directorate of Administration review CIA regulations and policies and delegate to the lowest possible level those not controlled by legislation, Executive Orders, etc.

° Processing Procedures: Improve processing procedures with a view not only to cutting down processing time, but also to bringing treatment of attractive applicants more in line with private industry standards. Perhaps most important would be to increase the practice of putting applicants to work on a contract basis, after a preliminary security investigation, while a formal job offer is pending.

° Quality of Life at Outbuildings: While it is clearly impossible to duplicate Headquarters amenities at the outbuildings, steps could be taken to improve the quality of life for personnel in those buildings. Three examples:

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